

# MICROSCOPE

*Caring for our Community 2020*



## Raleigh Campus

Raleigh Campus expanded several services this year, including a 5-bed Children's Rehab unit, which opened inside the Children's Hospital to provide dedicated space and resources for pediatric rehabilitation patients. Work continued on the development of a Brain & Spine Health Center of Excellence, a systemwide effort, based at Raleigh Campus, to bring clinical partners together to increase access to high-level neurosciences care. Additionally, as part of ongoing efforts to improve the patient experience, this year brought extensive renovations to 5A and minor updates to the Emergency Department and the 1B and 1C Clinical Evaluation Areas. On the ground floor, space for the histology, cytology and grossing lab areas was expanded.



## Cary Hospital

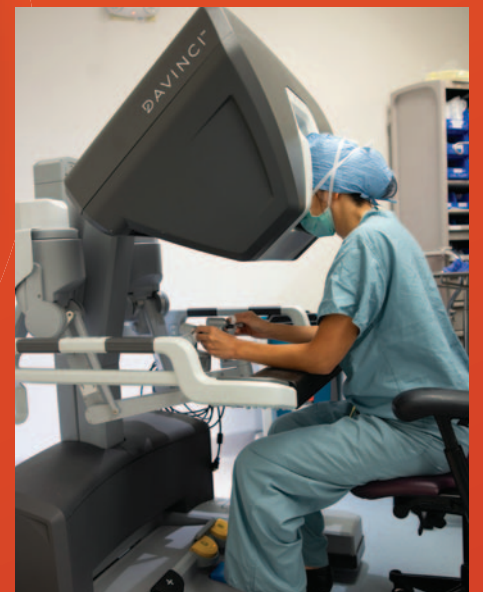
2020 was a year of continued growth at Cary Hospital, with significant progress made on the vertical expansion project to add a 4th and 5th floor to the hospital, and the construction of two nearby medical office buildings – the Medical Park of Cary and HealthPark at Kildaire. A neurothrombectomy program was launched with the addition of BiPlane imaging equipment, eliminating the need to transfer some stroke patients to other facilities. Additionally, the ICU also grew from 12 to 14 beds and the intensivist program was expanded to include 24/7 in-house coverage, providing a higher level of care for acutely ill patients and greater in-house support for urgent procedures. After a successful site visit last year, the Level III Trauma program officially received three-year accreditation.

## SPECIAL EDITION

### 2020 FISCAL YEAR IN REVIEW

Fiscal Year 2020 was unlike anything we have seen before. Faced with a once-in-a-century pandemic, the WakeMed team stepped up to the challenge of caring for our community like never before. In this annual year-in-review issue of *Microscope*, we pause to look back at all we have accomplished and say **THANK YOU** to everyone who helps make WakeMed the incredible organization it is!

**Exceptional People.**  
**Exceptional Care.**



## North Hospital

This year saw significant service expansion at North Hospital, all with a goal of enabling us to care for more patients, closer to home. In February, a 6-bed intermediate care unit opened. The unit is supported by our eICU services and reduces the need to transfer acutely ill patients elsewhere. Construction began to add six additional beds to the Emergency Department and ED specialty care coverage was expanded to include general surgery, orthopaedics, cardiology and gastroenterology. The facility also added a 4th generation Da Vinci Robot Xi, a Mazor X Stealth Edition for spine surgeries and several advanced diagnostic services for inpatient and outpatient care. Outpatient cardiac testing and 24/7 doppler ultrasound were introduced as new service offerings.



## WPP & Ambulatory

Flexibility and resiliency was the theme for WakeMed Physician Practices this year. When COVID-19 hit, the team responded in a remarkable way, scaling up telehealth options almost overnight to ensure patient care needs were met. We also welcomed 29 new physicians, 41 advanced practice providers, opened several new physician offices and partnered with 74W to introduce a new care delivery experience called MyCare 365, which brings the advantages of primary care and urgent care together into one location. In April, our Hospital Medicine department celebrated their 20th anniversary of caring for our community!

Our Healthplexes continue to play a critical role in our community by providing convenient access to high-quality care throughout Wake County.

- Apex Healthplex Emergency Department averaged 47 patients per day.
- At the Brier Creek Healthplex, the Emergency Department averaged 52 patients per day and, for the 8th year in a row, received a PRC 5-star award.
- It was a busy year at Garner Healthplex, where the Emergency Department saw an average of 83 patients per day.



## Responding to COVID-19

COVID-19 challenged us to care for our community in new and different ways, leading to many advances that are helping us reach more patients than ever before. The response to COVID-19 was swift, efficient and effective, and once again proved the dedication, resilience and creativity of our WakeMed team. While it would be impossible to recap every facet of this incredible response, a few areas to highlight include:

- **Incident Management Team (IMT):** Made up of leaders from across the organization, the Hospital Emergency Operations Center has managed our daily COVID-19 response since March 6.
- **Clinical Care:** WakeMed's clinical team and Medical Staffs rose to the challenge of providing exceptional care for a previously unknown illness. Our clinicians continue to adapt to changes in policies, procedures and clinical recommendations based on new information and guidance – all while keeping our patients at the forefront. Through innovation, they have helped lead the way through clinical trials to discover new treatment pathways, dramatically reducing in-hospital COVID mortality.
- **Critical Resources:** The multidisciplinary Critical Resources Team was tasked with ensuring WakeMed had the supplies and resources needed to safely provide care, including PPE, testing supplies and so much more. This team has worked tirelessly to ensure we can care for all patients with the right equipment, in the right place, at the right time.
- **Business Continuity:** The Business Continuity Task Force launched in mid-April, because we knew that even in the midst of our greatest challenges, we would ultimately need to restore access to care and fulfill our mission to serve the entire

community. This intense early focus allowed WakeMed to restore access – rapidly and safely – to many services well before other health systems around the nation.

- **New Services:** WakeMed has proven our ability to quickly adapt and meet the needs of our community. Examples include expanding telemedicine services, developing a unique Hospital @ Your Home program, and creating a skilled nursing facility at Raleigh Campus.
- **Meeting Staffing Demands:** In response to dramatic changes in patient volumes, teams worked tirelessly to ensure appropriate staffing levels. Remarkably, by flexing and reassigning staff as needed, we were able to avoid layoffs.
- **Staff Support:** The 24/7 employee support center has helped our team navigate concerns related to exposure, testing, staffing changes and issues related to school and daycare closures.
- **Communicating with Stakeholders:** WakeMed has led a virtual communication effort to provide regular updates to elected officials at federal, state and local levels regarding COVID-19 and WakeMed's response.
- **A Safe Environment for All:** As stay-at-home orders eased and people started returning to their routines, we developed a wide variety of protocols and practices to ensure our staff, patients, families and visitors were safe. Numerous low-touch and no-touch options were introduced, health screenings and masks became required, and additional hand sanitizer stations were deployed throughout the system. An "Always Safe. Forever Here." campaign let our community know that care should not be delayed and that we were committed to providing a safe environment for all.

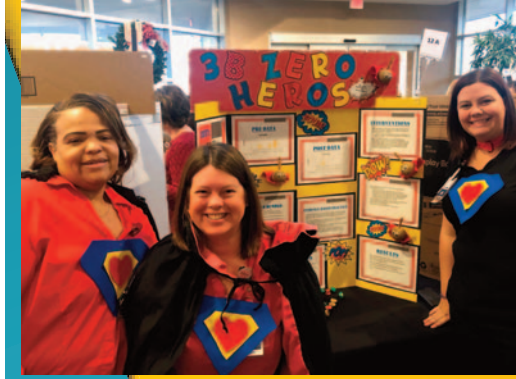


A YEAR LIKE NONE OTHER!

## Checking in on Our Aspirational Goals

We made great progress against our Aspirational Goals metrics in many areas this year – despite the unexpected pandemic. Data for several goals is unavailable due to changes caused by COVID-19 and changes to some measurement processes. Check out the chart below to see how we fared against our goals for the year. Results in green indicate we reached or exceeded the established target.

Aspirational Goal	Metric	FY 2019 Target	Result
Quality	Leapfrog: Meet 2 out of the 4 targets below		
	Leapfrog Grade: Raleigh	A	B
	Leapfrog Grade: Cary	A	C
	Leapfrog Survey: Raleigh	79	N/A
	Leapfrog Survey: Cary	0.71	N/A
	Hospital Acquired Infections: Meet 2 out of the 3 targets below		
	Catheter-Associated Urinary Tract Infections (CAUTI)	24	9
	Central Line-Associated Bloodstream Infections (CLABSI)	24	29
	C. diff infections (cumulative for the fiscal year)	71	43
Value Leader	Total operating expense per adjusted discharge	\$13,343	\$14,415
	Medicare readmission rates (combined total for pneumonia, total joints and AMI)	210	158
Culture of Safety	Patient falls with injury	93	125
	Overall perception of safety on AHRQ survey	70.00%	69.00%
Extraordinary Team	Employee Engagement Survey: employee ranking	93.70%	N/A
	Provider Engagement Survey: provider ranking	88.00%	N/A
Healthy Community	MyChart activation by patients	40.00%	45.10%
	Community Health (Capital Counties )Survey Score	4	4
Wake Way	Overall HCAHPS Rating (percent of 9 and 10 scored)	77.38%	78.80%
	Departments earning PRC 5-Star Awards	35	48
Innovation	HIMSS Analytics Assessment Grade	3	2.8
	Kaizen Workshop metrics achieved 90 days after event	70.00%	78.90%
Preferred Partner	Primary care provider market share	28.00%	16.60%
	Primary Care physician loyalty (number of providers who refer to WakeMed specialists 70% of time)	78	15
Financial Health	Earnings before interest, tax, depreciation and amortization (EBITDA)	\$120,047,145	\$109,965,028
	Days cash on hand	218	249
Highest Ethics & Standards	Information System Security & Compliance: Meet 2 of the 4 targets below		
	Percent of recipients who provide credentials in Phishing simulation emails	3.50%	0.44%
	Impermissible Epic access	10.00%	1.80%
	Alertline reports per 100 employees	2	2.92
	Percent of alertline reports confirmed	55.00%	37.00%
	HI TRUST assessment rating	3-	3-



## State-of-the-Art Patient Care

### INNOVATION

In September, WakeMed and **Siemens Healthineers** announced a new collaboration to create a patient-focused **Value Partnership**. The agreement will allow us to innovate care delivery over the next 10 years through the use of robotics, advanced 3D imaging technology, artificial intelligence and workforce training within WakeMed's existing cardiovascular intervention and imaging programs.



The **WakeMed Clinical Research Institute** and the **WakeMed Foundation** established a new grant to support investigator-initiated research at WakeMed. The first recipients of these awards are Mark Piehl, MD, (Pediatric Intensivists) as well as Lindsay Boole, MD, MPH, and Kevin Davidson, MD, (both of Pulmonology & Critical Care Medicine).

**WakeMed MyChart BEDSIDE** An additional 14 units were brought live on to **MyChart Bedside** in FY 20, bringing the total to 38. Broad use of Bedside positioned us uniquely to support patient-family communication during a time of limited visitation and additional functionality was added to make the tool even more valuable.



Over 6,500 **Virtual Urgent Care** consults were completed in our first full year offering community-wide access to our Virtual Urgent Care service, which connects patients and Wake Emergency Physicians, PA providers via smart phone, tablet or desktop computer.

Following the successful launch of Cardiac ERAS in 2017, we launched the **Enhanced Recovery After Surgery (ERAS)** protocol for elective C-sections in late 2019. ERAS is an evidence-based model used to help reduce a patient's surgical stress response, optimize their physiologic function and facilitate a faster recovery.



Left: In early September, the WakeMed Clinical Research Institute, in collaboration with 2E CVICU, completed the first study product infusion set in the MSCs for COVID-19 ARDS clinical trial.

### WW2E By the Numbers

- 16 Improvement events were held
- 73 leaders (manager and above) started WW2E Leader training
- 82 leaders (manager and above) completed WW2E Leader training
- 2 posters presented at Institute for Healthcare Improvement National Forum related to WW2E improvements

Significant progress was made this year in aligning Patient Access initiatives across the system through the work of the multidisciplinary **Patient Access & Engagement Steering Committee**. Focus areas included touchless workflows (eCheck-in and Hello Patient), MyChart optimization and activation, streamlining referrals, optimization of patient-facing technologies, revising patient bills, and event-based messaging in Emergency Departments, including On My Way.

Left: In early September, the WakeMed Clinical Research Institute, in collaboration with 2E



In the midst of COVID-19, tremendous effort was made to support our extraordinary team. The **Employee Emergency Assistance Fund** distributed \$338,706 to 404 employees, which includes \$120,349 distributed to 133 employees for needs specifically related to COVID-19. This is a tremendous increase from FY 19, when \$169,000 was given to 215 employees. The **Employee Support Services** team also provided countless hours of in-person and virtual support to help people navigate new and ongoing stressors related to living and working through the pandemic.

As we continue our efforts to make our patients the center of all we do, the **Patient Family Experience Oversight Committee (PFEOC)** worked to enhance communication, improve coordination of care, strengthen patient and family involvement, reduce errors, and increase patient engagement. Building on the Wake Way behaviors, the **Pearls** initiative highlights brief, easy-to-remember tools and actions that demonstrate respect, support patient dignity and improve communication. We also expanded our **discharge phone call program**, with a goal of safely transitioning patients back home, check on their care plan and address any questions or concerns.



We also continued to strengthen our **Leader Standard Work** efforts, with nurse rounding (on inpatients) and leader rounding (on staff), which expanded as part of COVID-19 support efforts. In FY 20, over 110,000 rounds were conducted, with about 90% of those being nurse leader rounds.



Numerous **diversity & inclusion** initiatives are underway to ensure that WakeMed offers an inclusive patient care and work environment. Comprised of staff from across the health system, the Diversity & Inclusion Committee advocates to ensure an inclusive culture where all voices are heard. In June, hundreds of employees participated in Solidarity Walks to reaffirm our commitment to the community, our staff and our mission to care for all.

WakeMed was proud to continue supporting employees as they pursued their educational and professional goals – investing over \$800,000 in tuition reimbursement and over \$50,000 for certification reimbursement. Over 300 employees received funding from the

 **Striving for Top 10**

QUALITY, CULTURE OF SAFETY & VALUE LEADER



We continue to see positive results related to Chasing Zero, our patient safety initiative aimed at achieving zero instances of preventable patient harm within our facilities. For much of the year we focused on **Patient ID** and numerous improvements were made to standardize processes and help eliminate errors related to patient identity. Other notable accomplishments include:

- For five separate months there were **zero CAUTIs** systemwide; and two months had just one each. There were 15 CAUTIs FY to date through August, which represents a reduction of more than 50 percent from last year.
- Continued improvement in our *C. difficile* rate, which went down to 0.26 cases per 1,000 patient days (compared to 0.40 in FY 19).



Throughout the year, we recognized 11 departments and units with Chasing Zero Hero awards, celebrating their accomplishments in achieving zero instances of certain preventable harm events (CAUTI, CLABSI, etc.)

To bring focus to deliberate measurable improvements on patient outcomes, we partnered with **HealthCatalyst**, a leading provider of data and analytics technology. This tool is expanding our analytics capabilities and multiple Clinical Transformation initiatives are underway.

**WakeMed Foundation** for higher education, clinical training and medical certifications. The first cohort of **Aspiring Leader** participants graduated in August and the second cohort has begun the program. A group of 25 providers began the **Physician Leadership Development** program and will complete their curriculum in the spring of 2021.



In an effort to better care for those who care for our community, WakeMed Physician Practices established a **Well-Being program**. Under the leadership of Nerissa Price, MD, director of Well-Being Initiatives, this program will target issues such as burnout, social and diversity issues, healthcare workplace stressors, and emotional well-being.

To improve accuracy and access to WakeMed policies for all staff, the PolicyTech database was reorganized and a systemwide, standard process for reviewing and approving policies was implemented. WakeMed also implemented **Protenus**, an industry-leading software platform that uses artificial intelligence to monitor Epic access and identify high risk behavior by users. Corporate Compliance and Information Security partnered to champion multiple risk mitigation projects identified in previous HITRUST security risk assessments.

**Kudos to You!**

- 78 **Pyramid Society Awards** given to 75 employees
- 106 Recognized for **20+ years of service**



**Training & Education by the Numbers**

- **Leadership Development:** 106 sessions with 2,672 participants
- **Professional Development:** 93 sessions with 2,974 participants
- **Nursing Education:** 245 courses with 26,074 participants
- **American Heart Association Training Center:** 438 CPR classes with 2,983 participants
- **BSN/Nursing Certification Rates:**
  - **BSN:** 76.02% (Goal: 74.20%)
  - **Specialty Certification:** 42.88% (Goal: 43.51%)



After submitting our Magnet document to the American Nurses Credentialing Center last August, we provided additional documentation for just 10 items (out of 98) and then began preparing for our **ANCC Virtual Magnet Site Visit**. Over the course of four days in October, four Magnet AppRAISers met over 1,000 WakeMed employees and spent time with senior leaders and community stakeholders.

We made continued progress on our journey to providing **value-based care**. Raleigh Campus ranked “Better than National” for heart failure, pneumonia and hospital-wide readmissions. Rates were less than national for heart attack, COPD and CABG 30-day readmission rates, and Cary Hospital’s readmission rates for heart attack, heart failure, hospital wide readmissions, and pneumonia were less than the national rate.

WakeMed Physician Practices Primary Care joined Caravan Health to participate in a Medicare Shared Savings Program. WakeMed Key Community Care (WKCC), our Accountable Care Organization (ACO), had another successful year and has earned over \$100 million in shared savings to date.

The **Value Analysis Steering Team (VAST)** is tasked with managing our supply costs by standardizing and improving care and ensuring our clinicians have access to the best performing, state-of-the-art supplies and products. In 2020, VAST tracked 122 initiatives for an overall projected impact of \$1.3 million in savings. Additionally, **Good to Great Committee** continued to identify opportunities for cost savings throughout the system, saving WakeMed nearly \$650,000.

Congratulations to the following units that were **falls free for all of FY20!**

**Raleigh Campus:** STICU, NICU

**Cary Hospital:** Labor & Delivery, OB ED, Special Care Nursery

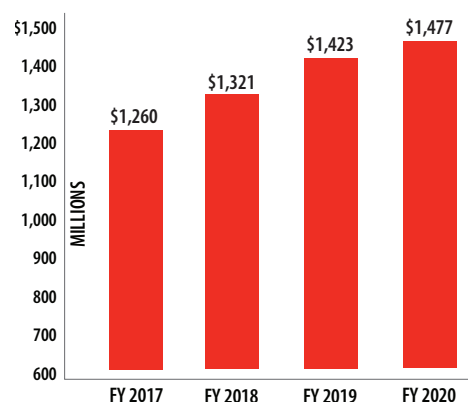
**North Hospital:** Labor & Delivery, OB ED, Special Care Nursery, Mother-Baby



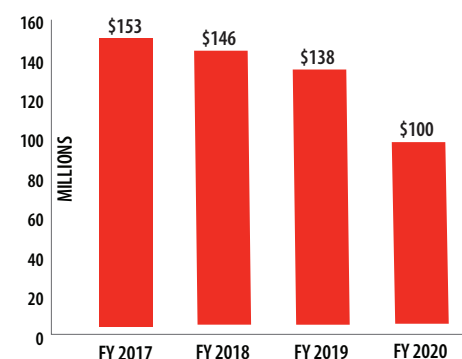
## A Strong Bottom Line

### FINANCIAL HEALTH

COVID-19 had a dramatic impact on our finances this year, including a steep decline in volumes this spring and an increase in supply costs. Volumes in many areas have rebounded, and we saw strong financial performance the last three months of the year. While we ended the fiscal year behind budget, we did have a positive bottom line and are well-positioned to continue building on this momentum into fiscal year 2021.



Operating Revenue



Operating Cash Flow

Results exclude WakeShare

	Discharges	Adjusted Discharges	ED Visits	Deliveries	Surgeries	Cath & EP	CT & MRI
2017	43,890	94,943	287,836	7,725	35,917	8,059	143,903
2018	45,574	98,532	287,864	8,137	36,503	8,265	150,826
2019	48,064	105,063	305,884*	8,528	38,825	8,280	162,703
2020	46,569	100,273	259,095	8,616	37,293	7,336	156,089

\*Includes OB ED visits

## Awards & Accreditations

### American College of Cardiology

- **Raleigh Campus:** NCDR Chest Pain – MI Registry Platinum Performance Achievement Award
- **Cary Hospital:** NCDR Chest Pain – MI Registry Silver Performance Achievement Award

### American Heart Association/ American Stroke Association

#### Raleigh Campus

- Heart Failure: Gold Plus Quality Award and Target: Honor Roll
- Stroke: Gold Plus Quality Award and Target: Honor Roll
- Type 2 Diabetes: Target: Honor Roll

#### Cary Hospital

- Heart Failure: Gold Plus Quality Award and Target: Honor Roll
- Stroke: Gold Plus Quality Award
- Type 2 Diabetes: Target: Honor Roll

### IBM Watson Health

- Top 50 Cardiovascular Hospital

### Silk Road Medical

- TCAR Center of Excellence

### BCBSNC Blue Distinction Center

#### Raleigh Campus

- Knee and Hip Replacement
- Spine

#### Cary Hospital

- Knee and Hip Replacement

### Cigna Center of Excellence

#### Raleigh Campus

- Knees and Hips

#### Cary Hospital

- Bariatric Surgery
- Cardiac Cath & Angioplasty
- Delivery
- Heart Surgery

### UnitedHealthCare Center of Excellence

#### Cary Hospital

- Bariatrics

### News & Observer: Raleigh's Best

- Best Hospital System – WakeMed Health & Hospitals
- Best Place to Have a Baby – Raleigh Campus
- Best Weight Loss Program – WakeMed Bariatric Surgery & Medical Weight Loss
- Best Orthopaedic Clinic – Wake Orthopaedics

### WRAL Voter's Choice Awards

- Best Hospital – WakeMed
- Best Medical Center – WakeMed Heart Center
- Best Urgent Care – WakeMed Urgent Care – Cary

### Newsweek

- Raleigh Campus: Best Maternity Care Hospitals
- WakeMed Rehab: Best Rehab Facilities

### Triangle Business Journal

- Healthiest Employers
- Leader in Diversity
- Women in Business Awardee: Shirley Huang, MD (Pediatric Weight Management)
- Health Care Heroes: Kris Wolf, PT (Outpatient Rehab); Mallory Magelli McKeown (Family Navigation – WakeMed Children's); Brenda Wilcox, RN (Adult Acute Care Nursing Services)
- 40 Under 40: Kevin Davidson, MD (Pulmonary & Critical Care Medicine)

### Springbuk

- Healthiest 100 Workplaces in America

### Forbes

- Best Employers

## WE COULD NOT ACHIEVE SUCCESS WITHOUT YOU!

For a full list of awards and accolades, visit [wakemed.org/awards](http://wakemed.org/awards)

## PRC RECOGNITION

### Top Performer Department Awards

- Pediatric Cardiology – Raleigh Campus
- Pediatric Surgery – Raleigh Medical Park
- Cardiovascular & Thoracic Surgery – Raleigh Campus



### Five Star Awards (90th percentile)

- Emergency Department – Brier Creek Healthplex
- Imaging – Brier Creek Healthplex
- Emergency Department – Garner Healthplex
- Medical/Surgical – North Hospital
- Women's Pavilion & Birthplace – North Hospital
- Outpatient Laboratory – North Hospital
- 3B CVSIC – Raleigh Campus
- 6A CVIC – Raleigh Campus
- 6B Orthopaedics & Oncology – Raleigh Campus

- NICU – Raleigh Campus
- 2D Rehab – Raleigh Campus
- Mobile Critical Care
- Pediatric Cardiology – Apex
- Pediatric Endocrinology – Raleigh Medical Park
- Pediatric Gastroenterology – Apex
- Pediatric Outpatient Minor Procedures – Raleigh Campus
- Employee Health
- Advanced Heart Failure – Raleigh Campus
- Cardiology – Raleigh Campus
- Cardiovascular & Thoracic Surgery – Cary

- Complex Arrhythmia
- Primary Care – Brier Creek
- Primary Care – Downtown Raleigh
- Primary Care – Kildaire Farm Road
- Rheumatology
- Urgent Care – Ashville Avenue
- Urgent Care – Fuquay Varina
- Urgent Care – Garner
- Urogynecology – North Raleigh
- Vascular Surgery – Midtown
- Vascular Surgery – Raleigh Campus
- Wake Orthopaedics – Brier Creek
- Plus 47 Physicians

# MICROSCOPE

Microscope is a monthly newsletter written by and for the employees of WakeMed. Our goal is to provide employees and friends of WakeMed with the most up-to-date news on all of the hospital system's activities. The Public Relations department thanks all of the employees who contributed to this publication.

We welcome comments and suggestions on this publication and its content. Call (919) 350-8120, e-mail microscope@wakemed.org, or write Microscope, WakeMed Marketing & Communications Department, 3000 New Bern Avenue, Raleigh, NC 27610.

Kate Wilkes, Editor  
WakeMed Employees, Photos

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WakeMed   
WakeMed Health & Hospitals  
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Raleigh, NC 27610

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## Support our Volunteer Sales

### Masquerade Online Sale

Nov. 30 – Dec. 7

This popular \$5 jewelry and accessories sale returns – virtually! Shop online from November 30 to December 7 and items will be shipped after December 10. Payroll deduction and credit cards accepted. See details on MyWakeMed for payroll deduction account registration.

### Threads Community Sewing Shopping Event – Cary Hospital December 16, 8 am to 4 pm

Shop a selection of handmade items made by Cary Hospital community volunteers. Cash and credit cards accepted.

### Macy's In-Store Sale December 20, 8 am to 4 pm

The Volunteers at WakeMed Raleigh Campus and Cary Hospital will be hosting an in-store shopping fundraiser event at the Macy's Crabtree Mall location. Credit cards and payroll deduction accepted; shoppers must bring WakeMed ID badge and check out at designated WakeMed checkout stations.

## Partnering for a Healthier Community

HEALTHY COMMUNITY & PREFERRED PARTNER

In September, WakeMed received accreditation for our **Internal Medicine Residency Program** from the Accreditation Council of Graduate Medical Education (ACGME).



We had significant developments during the fourth year of our clinical collaborations with Duke, notably, the establishment of a VV ECMO program and Cardiac Lead Extraction program at WakeMed. Additionally, a tobacco cessation program was developed, which will run out of WakeMed Primary Care starting in December. The ECMO team is shown above.



Our **Corporate & Community Health** team held over 900 corporate wellness events, 32 community health events and 129 mobile wellness events, collectively reaching over 30,000 people. The team also provided nearly 200 flu vaccines at area homeless shelters and assisted with screening potential milk bank donors. In response to COVID-19, they developed several new services, including temperature/symptom screening, virtual nutrition counseling and health coaching, health education webinars, and worked with WakeMed Physician Practices to provide a mobile COVID-19 testing site at Raleigh Campus in April and May.

WakeMed, Wake County and the City of Raleigh partnered to help reduce the spread of COVID-19 by distributing over 30,000 face coverings to residents who are disproportionately exposed to poverty, unemployment, underemployment and other quality of life/social determinant challenges.



Meeting the **behavioral health needs** of our community continues to be a priority. Notable highlights of these efforts in FY 20 include:

- **Psychology Program in the EDs:** Initially funded by the WakeMed Foundation, this program has been expanded to reach more of the behavioral health patients we care for.
- **Virtual Behavioral Health Services:** Adult and pediatric patients have real-time access to behavioral health services virtually – from WakeMed primary care practices or from home. For patients, this means on-demand care from experts who are ready to listen, support and discuss any mental health questions or concerns. This program was funded by generous support from The Duke Endowment.

- **Pediatric Services:** With support from the WakeMed Foundation, WakeMed has invested heavily in pediatric behavioral health services with the addition of virtual behavioral health in pediatric primary care offices; pediatric psychologists in our specialty practices and a new inpatient and outpatient pediatric psychiatry service.

WakeMed's system-wide **opioid stewardship task force** has implemented a number of initiatives to help curb opioid misuse including encouraging alternatives to non-opioid pain management, providing Narcan kits to at-risk Emergency Department patients, leveraging drug monitoring programs and limiting the default quantity of narcotics prescriptions.



The **WakeMed Speaker's Bureau** provided 18 in-person presentations and 8 virtual events, reaching more than 2,100 people on topics as diverse as the dangers of vaping to managing stress during quarantine.